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Three Levels of Diversity: An Examination of the Complex Relationship Between Diversity, Group Cohesiveness, Sexual Harassment, Group Performance, and Time

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ABSTRACT

This paper puts forth a typology for classifying different types of diversity variables. Using the dimensions of “observability” and “measurability,” a four cell classification scheme is created, and three levels of diversity variables are identified: surface, working, and deep level diversity. The author explains the nature of the relationship between the three levels of diversity and posits a general model of organizational behavior including diversity, group cohesiveness, group performance, sexual harassment, and time.

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